



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

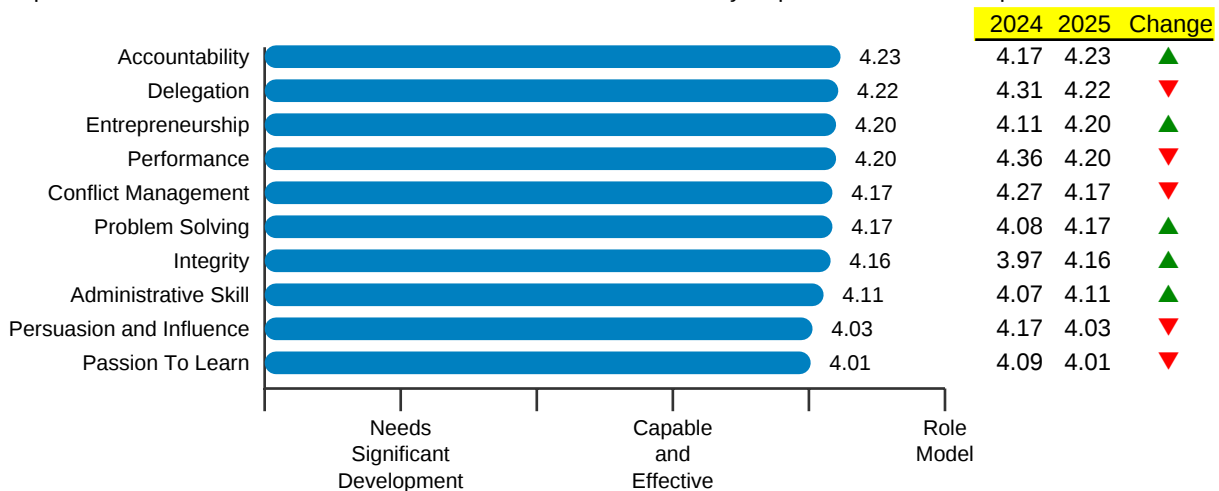
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

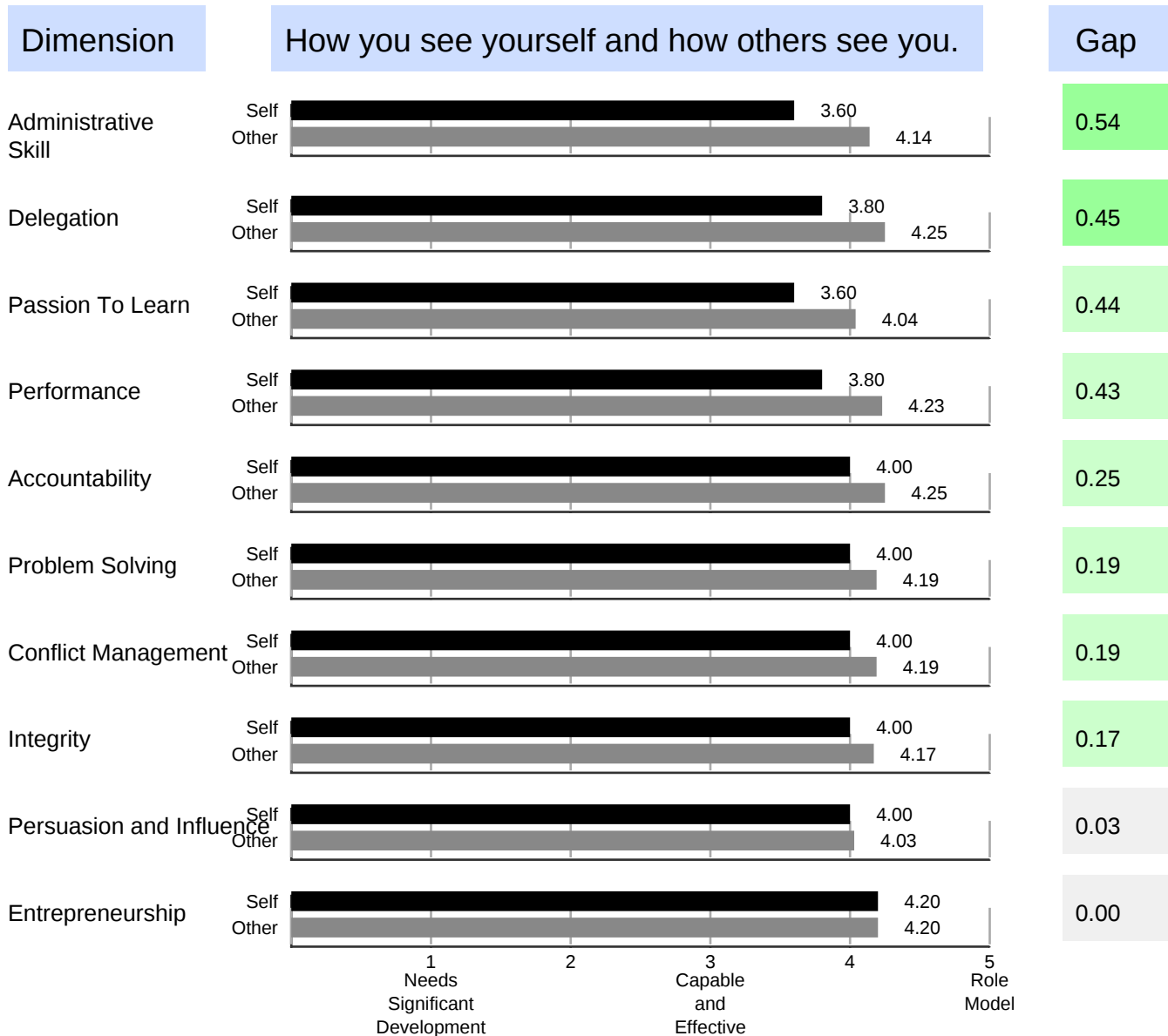
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Delegation

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Avoids micromanaging the employee-trusts them to complete the task effectively.	15	4.13	80.0	20%	47%	33%		
2. Recognizes individual expertise to delegate tasks in a way that maximizes team performance and workflow efficiency.	15	4.33	100.0		67%			33%
3. Entrusts employees with tasks that reflect their core proficiencies, fostering accountability and confidence.	15	4.33	93.3	7%	53%			40%
4. Aware of the resources needed to complete tasks.	15	4.07	86.7	13%	67%			20%
5. Supplies necessary tools and guidance so delegated work drives meaningful contributions to team goals.	14	4.21	85.7	14%	50%			36%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Avoids micromanaging the employee-trusts them to complete the task effectively.	4.00	4.13	+0.13 ▲
2. Recognizes individual expertise to delegate tasks in a way that maximizes team performance and workflow efficiency.	4.40	4.33	-0.07 ▼
3. Entrusts employees with tasks that reflect their core proficiencies, fostering accountability and confidence.	4.47	4.33	-0.13 ▼
4. Aware of the resources needed to complete tasks.	4.47	4.07	-0.40 ▼
5. Supplies necessary tools and guidance so delegated work drives meaningful contributions to team goals.	4.20	4.21	+0.01 ▲

Performance

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. ...Produce Quality	15	4.33	93.3	7%	53%	40%		
7. Sets a high standard for job performance.	15	4.33	86.7	13%	40%	47%		
8. Effective in performing his/her job.	15	4.07	80.0	20%	53%	27%		
9. Able to organize work.	15	4.13	80.0	20%	47%	33%		
10. Has great overall performance	15	4.13	86.7	13%	60%	27%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
6. ...Produce Quality	4.13	4.33	+0.20 ▲
7. Sets a high standard for job performance.	4.33	4.33	
8. Effective in performing his/her job.	4.20	4.07	-0.13 ▼
9. Able to organize work.	4.67	4.13	-0.53 ▼
10. Has great overall performance	4.47	4.13	-0.33 ▼

Accountability

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Holds employees accountable through regular performance reviews.	15	4.67	100.0					
12. Willing to answer for their own actions and performance.	15	4.20	86.7					
13. Takes full responsibility for unmet expectations and makes corrective actions immediately.	14	3.64	57.1					
14. Expects employees to accept the consequences of their actions.	14	4.14	85.7					
15. Makes sure the supervisor is always informed of any important events.	15	4.47	93.3					

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
11. Holds employees accountable through regular performance reviews.	4.20	4.67	+0.47 ▲
12. Willing to answer for their own actions and performance.	3.93	4.20	+0.27 ▲
13. Takes full responsibility for unmet expectations and makes corrective actions immediately.	4.47	3.64	-0.82 ▼
14. Expects employees to accept the consequences of their actions.	4.00	4.14	+0.14 ▲
15. Makes sure the supervisor is always informed of any important events.	4.27	4.47	+0.20 ▲

Integrity

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Does not withhold important information needed by others.	15	4.00	66.7	7%	27%	27%	40%	
17. Develops codes of conduct to provide responses to ethical dilemmas that employees may faced.	15	3.87	66.7		33%	47%	20%	
18. Provides accurate and honest reporting that allows the company to provide a true representation of financial health, operational performance, and strategic goals.	15	4.20	86.7	7%	7%	47%	40%	
19. Handles difficult interactions with grace to set a positive example for others, promoting a culture of respect and professionalism.	15	4.33	86.7	13%	40%	47%		
20. Works towards developing an environment built upon trust	15	4.40	100.0		60%	40%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
16. Does not withhold important information needed by others.	3.64	4.00	+0.36 ▲
17. Develops codes of conduct to provide responses to ethical dilemmas that employees may faced.	4.33	3.87	-0.47 ▼
18. Provides accurate and honest reporting that allows the company to provide a true representation of financial health, operational performance, and strategic goals.	3.93	4.20	+0.27 ▲
19. Handles difficult interactions with grace to set a positive example for others, promoting a culture of respect and professionalism.	4.33	4.33	
20. Works towards developing an environment built upon trust	3.60	4.40	+0.80 ▲

Passion To Learn

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Exhibits willingness to upgrade skills through additional training and education.	15	3.93	73.3	27%		53%		20%
22. Demonstrates a willingness to participate in continuing education courses.	15	4.00	66.7	13%	20%	20%	47%	
23. Is committed to enhancing their own knowledge and skills.	15	4.07	80.0	20%		53%		27%
24. Is open to feedback from others.	15	4.00	73.3	13%	13%	33%		40%
25. Demonstrates through personal behavior the commitment to high standards of performance.	15	4.07	86.7	13%		67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
21. Exhibits willingness to upgrade skills through additional training and education.	4.20	3.93	-0.27 ▼
22. Demonstrates a willingness to participate in continuing education courses.	4.20	4.00	-0.20 ▼
23. Is committed to enhancing their own knowledge and skills.	4.13	4.07	-0.07 ▼
24. Is open to feedback from others.	3.80	4.00	+0.20 ▲
25. Demonstrates through personal behavior the commitment to high standards of performance.	4.13	4.07	-0.07 ▼

Persuasion and Influence

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Exhibits expertise in the matter and is able to convince others in the best course of action.	15	4.00	80.0	7%	13%	53%		27%
27. Reframes disagreements as a path to better understanding, clarity and trust.	15	3.67	66.7	20%	13%	47%		20%
28. Able to deliver extemporaneous speeches to influence employees.	15	4.40	86.7	13%	33%	53%		
29. Persuades others through effective argument, debate, and discussion.	15	4.07	80.0	20%	53%			27%
30. Has the support of the team members.	14	4.00	92.9	7%	86%			7%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
26. Exhibits expertise in the matter and is able to convince others in the best course of action.	4.47	4.00	-0.47 ▼
27. Reframes disagreements as a path to better understanding, clarity and trust.	4.00	3.67	-0.33 ▼
28. Able to deliver extemporaneous speeches to influence employees.	4.33	4.40	+0.07 ▲
29. Persuades others through effective argument, debate, and discussion.	4.07	4.07	
30. Has the support of the team members.	4.00	4.00	

Administrative Skill

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	15	4.27	93.3	7%	60%			33%
32. Provides high-level administrative support and assistance.	14	4.14	92.9	7%	71%			21%
33. Maintains appropriate levels of supplies and re-orders supplies as needed.	15	4.27	100.0		73%			27%
34. Formats and produces a variety of business related documents/reports.	15	4.40	93.3	7%	47%			47%
35. Has effective oral and written communication skills.	15	3.47	53.3	13%	33%		47%	7%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
31. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	4.27	4.27	
32. Provides high-level administrative support and assistance.	4.20	4.14	-0.06 ▼
33. Maintains appropriate levels of supplies and re-orders supplies as needed.	3.67	4.27	+0.60 ▲
34. Formats and produces a variety of business related documents/reports.	4.00	4.40	+0.40 ▲
35. Has effective oral and written communication skills.	4.20	3.47	-0.73 ▼

Problem Solving

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Compares analogous situations transferring insights to new situations.	15	4.20	93.3	7%	67%			27%
37. Routinely checks and maintains equipment, systems, or processes to catch any signs of wear or inefficiency before they turn into bigger issues.	15	4.27	93.3	7%	60%			33%
38. Is smooth and seamless in transitions between different ideas and approaches, avoiding getting stuck in one line of thinking.	15	4.00	80.0	20%	60%			20%
39. Gathers information on the problem and each solution, covering costs, benefits, risks, feasibility, and business impact.	15	4.07	86.7	7%	7%	60%		27%
40. Implements effective solutions to critical problems.	15	4.33	100.0		67%			33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
36. Compares analogous situations transferring insights to new situations.	4.00	4.20	+0.20 ▲
37. Routinely checks and maintains equipment, systems, or processes to catch any signs of wear or inefficiency before they turn into bigger issues.	4.21	4.27	+0.05 ▲
38. Is smooth and seamless in transitions between different ideas and approaches, avoiding getting stuck in one line of thinking.	4.07	4.00	-0.07 ▼
39. Gathers information on the problem and each solution, covering costs, benefits, risks, feasibility, and business impact.	3.87	4.07	+0.20 ▲
40. Implements effective solutions to critical problems.	4.27	4.33	+0.07 ▲

Conflict Management

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Works to meet the basic needs of each side in the conflict.	15	3.93	80.0	13%	7%	53%		27%
42. Avoids conflicts over minor issues.	15	4.33	93.3	7%		47%		47%
43. Settles disputes with agreement from both parties.	15	4.13	86.7	13%		60%		27%
44. Works with others as needed to facilitate resolution of conflicts.	15	4.20	100.0			80%		20%
45. Encourages both sides to make compromises to resolve the conflict.	15	4.27	86.7	7%	7%	40%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
41. Works to meet the basic needs of each side in the conflict.	3.87	3.93	+0.07 ▲
42. Avoids conflicts over minor issues.	4.13	4.33	+0.20 ▲
43. Settles disputes with agreement from both parties.	4.20	4.13	-0.07 ▼
44. Works with others as needed to facilitate resolution of conflicts.	4.87	4.20	-0.67 ▼
45. Encourages both sides to make compromises to resolve the conflict.	4.27	4.27	

Entrepreneurship

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Maintains a high level of energy to respond to demands of the job.	15	4.40	93.3	7%	47%	47%		
47. Balances risks and rewards when making decisions.	15	4.20	93.3	7%	67%			27%
48. Can work effectively in an environment of uncertainty.	15	4.07	86.7	13%	53%			33%
49. Has a strategic awareness on how to promote the organization.	15	4.27	93.3	7%	53%			40%
50. Excellent at managing relationships with stakeholders.	15	4.07	80.0	20%	53%			27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
46. Maintains a high level of energy to respond to demands of the job.	4.13	4.40	+0.27 ▲
47. Balances risks and rewards when making decisions.	4.07	4.20	+0.13 ▲
48. Can work effectively in an environment of uncertainty.	4.00	4.07	+0.07 ▲
49. Has a strategic awareness on how to promote the organization.	4.13	4.27	+0.13 ▲
50. Excellent at managing relationships with stakeholders.	4.20	4.07	-0.13 ▼

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

What do you like best about working with this individual?

What do you like least about working with this individual?

What do you see as this person's most important leadership-related strengths?

What do you see as this person's most important leadership-related areas for improvement?

Any final comments?